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ABSTRACT

How the personnel of the Florida Cooperative Extension Service planned and expended their time was studied, and adjustments considered necessary to providing future educational programs were determined. The four aspects of the study were: (1) the time Florida Cooperative Extension personnel were spending on various areas of the program compared with planned expenditure of time; (2) the relationship of what the personnel, as a county planning unit, said they were going to emphasize to what actually was emphasized in the program; (3) projected program emphasis in five years; and (4) attitudes of extension personnel in regard to the projected program emphasis. The 1969-70 plan of work was used to determine the amount of time planned, and the daily activity report was used to determine the actual amount of time expended. A mail questionnaire was used to obtain the attitudes of all Florida Cooperative Extension personnel, except administrative and supervisory, toward the projected program emphasis. The study findings indicate that staff members trained in technical agriculture were production-oriented, and that they lacked understanding or knowledge of involving lay leaders in planning and implementing programs. The data also indicate that the County Extension Directors spent relatively little time in planning activities and with advisory or planning-type organizations. In general, there was strong sentiment for more time to be projected for farm income and traditional agriculture. (DB)

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The Findings from Extension Studies

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ANALYSIS OF FACTORS ASSOCIATED WITH PRESENT AND FUTURE PROGRAM EMPHASIS OF FLORIDA COOPERATIVE EXTENSION SERVICE

by

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A summary of a D.Ed. dissertation in Extension Education prepared under the supervision of Dr. Lynn L. Pesson, Louisiana State University, January 1971.

A copy of the complete dissertation is on file in the main Library at Louisiana State University and microfilm copies may be obtained from University Microfilms, Ann Arbor, Michigan.

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R & T -- Summary No. 25

Statement of the Problem

The primary concern of this study dealt with program emphasis--how the personnel of the Florida Cooperative Extension Service planned and expended their planned time and adjustments that were considered as needed to provide the type of educational programs required in the future.

There were several aspects of the problem that were considered:

1. The time Florida Cooperative Extension personnel were spending on various areas of the program, compared with planned expenditure of time.
2. The relationship of what the personnel, as a county planning unit, said they were going to emphasize to what actually was emphasized in the program.
3. Projected program emphasis in five years.
4. Attitudes of Extension personnel in regard to the projected program emphasis.

Importance of the Study

In order for the Florida Cooperative Extension Service to fulfill its mission as the educational arm of the United States Department of Agriculture and the Land-Grant University, it was imperative to know how its personnel were allocating their time to the various areas of the program. With this information in hand, the Florida Cooperative Extension Administration could evaluate and adjust the resources in order to obtain the desired program. This then could become a major management tool for making personnel and organizational adjustments.

For the first time, detailed and accurate information was available on July 1, 1970 through the State Extension Management Information System (SEMIS) as to how much time was devoted to the various areas of the program. With this information, the Florida Cooperative Extension administration could determine what adjustments in program emphasis would be required to provide the educational needs of its clientele in the future.

With the use of State Extension Management Information System, the administration of the Florida Cooperative Extension Service could for the first time accurately determine the manpower inputs in the various program areas. This type of information should be very helpful in the total budgeting process.

Objectives of the Study

Some specific objectives of the study included:

1. To determine the relationship of program emphasis as indicated in the plan of work and actual emphasis of planned expended time as determined from activity reports for the total Florida Cooperative Extension program.
2. To determine the relationship of time planned to be spent in various activities to the actual way in which planned time was spent. This relationship was analyzed to see if there was a relationship between accuracy of planning and the way the County Extension Director worked with planning type activities, with advisory type organizations and selected personal characteristics of the County Extension Director.

3. To determine what the Florida Cooperative Extension administration felt the projected program emphasis should be in five years.
4. To determine the attitude of Florida Cooperative Extension Service personnel in regard to future program emphasis.
5. To determine the relationship of attitudes of Florida Cooperative Extension Service personnel toward projected program emphasis using selected personal and occupational characteristics.

Methodology

Part I

A detailed analysis of how the Florida Cooperative Extension personnel allocate and expend their time was obtained from the current reporting system. The 1969-70 plan of work was used to determine the amount of time planned to be spent in the various program areas and the daily activity report was used to determine the actual amount of time expended by all of the Florida Cooperative Extension Service personnel. Analyses were made using State Extension Purposes, State Extension Subjects, State Extension Audience Types, State Extension Program Areas and the National Elements.

Part II

An analysis of the use of time by each County Extension planning unit was made to determine how nearly they conformed to their planned use of time. As a basis for this analysis, the 1969-70 plan of work

provided information on how the County Extension staff planned to spend its time and the daily activity reports provided information on how time was actually spent. The State Extension Program Areas were used in this analysis.

Each county planning unit was rated on the variation between how they spent their time and how they planned to spend it. This dependent variable was divided into two categories: more accurate and less accurate. To place a planning unit in a category, the difference between planned time and expended planned time in man-days was determined for each item in the program area. Then the difference for all items was determined by adding the over planned and under planned differences and arriving at one figure for each county planning unit. To compensate for varing sizes of County Extension staffs, the total man-days planned for each county planning unit was divided into the over and under planned figure. This gave a percentage variation for each county planning unit. This percentage variation ranged from 15.5 per cent to 139 per cent.

It was determined that those county planning units with a percentage variation of less than 45 per cent would compose the more accurate planning units. This group was composed of 31 county planning units.

Those county planning units with a percentage variation of 45 per cent and over made up the category of less accurate county planning units. This group was composed of 36 county planning units.

There were 67 counties in the State of Florida with County Extension

staffs in only 66. However, an Extension staff was located on the Indian Reservation and it was considered an independent planning unit.

After each planning unit was placed in one of the categories, selected subject activities relating to planning inputs of the County Extension Director were analyzed to determine the association of these activities to the degree of accuracy of planning for each county planning unit. The following time allocations to subject activities were used as independent variables: Program Development, Program Evaluation, Program Review/Analysis, and Liaison.

The following audience types worked with by the County Extension Director were used as independent variables in the analysis to determine if there was an association between these audiences and the degree of accuracy of planning: Citizens' Committees (local and county), Other Governmental Bodies, and the Cooperative Extension Service.

Some other independent variables that were associated with the accuracy of planning of county staffs were age, degree, tenure, extension district, and background of the County Extension Director, population of area, attitude of County Extension personnel toward projected program emphasis, institution last attended, and rank and salary of the County Extension Director.

Part III

The projected program emphasis was determined by administration using Extension Service--United States Department of Agriculture

guidelines. These guidelines were based on the publication, "A People and a Spirit," with a total projected increase in staff of 195 per cent of the 1966 staff level. This increase varied from 27.5 per cent in agriculture, to 100 per cent for low income agriculture, 110 per cent for quality of living and 154 per cent for social and economic development. These percentage projections were made using the National Elements and State Program Areas.

Through the use of a mail questionnaire, all Florida Cooperative Extension personnel, except administration and supervision, were requested to express their attitude toward the projected program emphasis. Each member was asked to check one of the Likert-type scale values which indicated their feelings on the particular item. The scale ranged from too much time, about the right amount of time or not enough time, for each item. For this study, a score of one through three was assigned to the scale.

The response for each opinion or item by each respondent was added and the average determined. This average represented the respondents attitude score. This resultant score placed his attitude in one of the three different categories.

Respondents average attitude score was grouped in the following manner:

Summated Average Attitude Score	Category
1.0 - 1.9	Too much time
2.0 - 2.1	About the right amount of time
2.2 - 3.0	Not enough time

Independent variables of age, sex, tenure, position, degree, population of county, institution, major area of study, extension district, background, salary and rank of the respondents were used in the analysis.

Findings and Conclusions

1. The variation between planned and expended planned time on most items varied widely in the National Elements, State Program Areas, State Extension Subjects, State Extension Purposes and Audience Types. The major elements and subjects for which small variation occurred follow.
2. In the National Element, Improving Farm Income, a very low variation existed between planned and expended planned time.
3. The National Elements relating to home economics had relatively low variations between planned and expended planned time.
4. The animal husbandry related State Program Areas had relatively low variations between planned and expended planned time.
5. The State Program Areas of Swine and Community Resource Development (Agricultural Economics) had very low or almost no variation between planned and expended planned time.
6. State Extension Subjects Beef, Nutrition, Clothing and Textiles, and Public Facilities had low variations between planned and expended planned time.

7. State Extension Purpose Production Efficiency had a very low variation between planned and expended planned time.
8. In the Audience Type Producer (Agricultural) more man-days were planned and expended than with other audience types.
9. Personal characteristics of the County Extension Director, population of county worked in by the County Extension Director, Selected Extension Subjects and Audiences worked with by the County Extension Director and attitude toward projected Extension program emphases of all County Extension personnel were not significant when associated with accuracy of County Extension planning.
10. Sex, age, institution awarding last degree, graduate and undergraduate major, extension district, degree, position and salary of respondents were significant factors when associated with attitude toward projected Extension program emphasis.
11. Using the State Program Areas to determine attitude toward projected program emphasis, 52 per cent of the Florida Cooperative Extension staff felt that about the right amount of time was projected, 32 per cent felt that not enough time was projected and only 16 per cent felt that too much time was projected.

The author feels the data indicate that those staff members trained in technical agriculture were production-oriented and lacked an understanding or knowledge of the importance of involving lay leaders in

planning and implementing programs.

The data indicate that the County Extension Directors actually spent a relatively small amount of time in planning activities and with advisory or planning type organizations, with a substantial number spending no time in these areas.

In general, there was a strong sentiment for more time to be projected for farm income and traditional agriculture, compared with other areas, and an almost equally strong sentiment against some of the new program areas. The data indicate that the male staff members who, in general, had agriculturally related graduate and undergraduate majors and attended the University of Florida, felt that too much time was projected in the various areas. Staff members with Doctor's Degrees and those receiving higher salaries, who were mostly men, also felt that too much time was projected.

The female staff members, with different graduate and undergraduate majors and usually attending other institutions, felt in general that not enough time was projected.

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